

Program Review – Annual Program/Discipline Update
Administrative Response and Follow Up
Winter 2021-2022

Program/Discipline: Medical Imaging

SAC Chair(s): Abbie Berman

SAC Administrative Liaison (Director or Program Dean): Vacant - Janeen Hull serving

Other Dean(s) or Director(s):

Department Chair(s): Jennifer Bringhurst (FDC & PD)

Date: 3/30/2022

Administrative Response

First, let's acknowledge the Medical Imaging SAC for their hard work to keep the program moving forward during the pandemic and their dedication to student success. With two new FT faculty, the change to the FDC as PD model, a move to a new space at SY in the HT building, no program dean as of yet, a new IAA and a new pathway dean, the change & workload challenges can feel insurmountable. Yet, the MI Program has consistently persevered due to the leadership of the two full-time faculty members helping to onboard and mentor the new FDC/PD and new Clinical Coordinator, as well as a small, but mighty, cadre of dedicated adjunct faculty members.

This administrative response is intended to both recognize the incredible efforts, and provide some suggestions for the future. Toward these aims, this response will:

- Highlight the strengths and successes of the program as evidenced by the data, analysis and reflection provided by the SAC.
- Recognize areas of challenge or concern
- Address the reflection on goals and resources
- Provide recommendations for next steps

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Strengths and successes of the program as evidenced by the data, analysis and reflection:

Continuous Program improvements: The SAC is updating RAD 101 and taking on rearranging the order of courses due to student feedback & considerations on time, energy, financial aid and student success. Additionally, the SAC has added open lab hours for students to practice positioning and has made significant changes to their application and admissions process - including using CAS, removing the application fee and moving forward with reducing the Math prerequisite from MTH 111 to MTH 95. The amount of work to rethink how the program is structured, how to increase access, how outcomes could be better met and assessed, and how the curricula could be more engaging is super impressive.

Student Success Strategies: It is great to see that the MI SAC has begun discussing culturally responsive teaching practices and looking to adopt consistent student success strategies across the AAS program. The emphasis on preparing students for work in the field is always important in CTE programs, however, who gets into the program (& who doesn't have that opportunity even) has not always been given the same consideration. This team is working to change that. If we want to have equitable student success and want to see a more diverse and inclusive medical imaging profession, it starts here and the MI SAC is leading the way.

Also of note, was the willingness to participate in a pilot project with PCC's Sign Language Interpretation program & provide ASL/English students, as well as our Radiography students with opportunities to practice skills that will benefit all in a true healthcare environment. This opened the door for further collaboration of the SLI program with the other programs in HEP. Another idea that has come up is to explore an IET or maybe even a bilingual program. While just exploration at this time, there is a need in our community.

Resiliency: Kudos to the MI SAC for how quickly and effectively they adapted to the restrictions brought about by the pandemic. The creation and implementation of well thought out safety plans, PPE & Required Vaccinations was handled beautifully, as was the transition both to/from remote & on-campus or in-clinic courses. Again, all of this while trying to move and open a brand new MI suite (with packing/unpacking, receiving equipment) in the bottom of a building that is still undergoing major construction. Plus, they onboarded and collaborated with two new faculty members, a new FDC/PD, a new IAA & a new pathway dean, without the direct support from a program dean. The MI staff also managed to support students and part-time faculty in the MRI & CT certificate programs, create and support a new customized contract with PSR, ensure all faculty are FOOT/OIO trained. MI also negotiated the donation of a much needed (& costly) piece of new imaging equipment from Legacy, saving the colleges over \$150,000. It is to the credit of the program faculty that the program's high pre-pandemic success rates remained as such throughout the pandemic despite these transitions.

Areas of challenge or concern, if any:

Challenge: Enrollment and success of male students

Response: The MI SAC is commended for their honest assessment of the data that shows inequity in MI admission and success. Acknowledging these issues positions the MI SAC to begin to discuss ideas and solutions for reversing these trends.

To begin the process of addressing these gaps, it is recommended the topic be made an ongoing SAC agenda item along with time dedicated to discussing solutions and reporting back on the impact of prior solutions. Initial options to consider for addressing these gaps are to shift away from student circumstances to explain the gaps and toward how applications, prerequisites, outreach, instructional & course design, as well as, faculty training may help address the differences. All of this, and by-and-large the enrollment of male students is significantly lower for all our healthcare related courses and programs than that of female students. This concern has been raised by other healthcare programs at the college. Given the scope of this concern, the Pathway and future Program Dean will continue to engage the college and healthcare programs for broad reaching solutions, including outreach & inquiring about scholarship opportunities.

Challenge: Succession planning

Response: It is important to note that MI is currently staffed appropriately. Likely for the first time in a long while, but this is a great start.. If we know of upcoming retirements ahead of time, we can work as a department to think through hiring strategies and shadowing and mentoring. Recruitment and Retention are areas of focus for the next two years for sure. As a CTE program, MI can hire off-cycle, so that is an advantage. Another area to consider is our move to credit & non-credit integration and how or if that could impact workload in the coming biennium. In planning ahead for staffing changes, taking a look at specialities in the field will be important. We will want to ensure we have faculty qualified to teach in each certificate and our degree areas. Adding the advisory committee will be a big help in getting the word out about open positions.

Challenge: VIR development - expertise & bandwidth

Response: The MI SAC is correct in that this is a priority in the coming months. We were granted a reprieve in starting this new certificate by NWCCU, however, the incoming class is expected to begin Winter 2024 and we have 0 of the 11 online courses developed, we already want to change the name of the program & we have 0 faculty who can teach in this area. Discussion about how best to move forward and structure the work will start in earnest, spring 2022.

Reflection on goals and resources:

Goals and Resources will be addressed more fully in the coming academic year and during part B of this new APU process.

MI's responses to the questions included the need for forming an Advisory Committee. It's not clear how or why one has not been established in the past, however, the SAC has a great relationship with clinic partners and meets regularly, and this group will serve as the base for creating a more formal Advisory Committee and adding in hospital Radiology department managers, students, maybe a university partner and/or a HS partner. This will be one of the areas where the new program dean can assist.

We agree with the MI SAC and also see the potential growth in MI and want the faculty/staff to stay current with changing imaging practices and technology. As the imaging world continues to advance with digital technology and AI, we will need to be ahead of the curve and ensure students are well trained, positioned and ready for using & operating advanced equipment, as well as demonstrating the advanced skills that will be necessary in hospitals nationwide. Connecting to our PCC SIM centers and PCC's use of VR (currently in EMS, and soon Nursing) is just a start of where we could better cross-train and collaborate among all of the programs in HEP.

Recommended next steps:

Proceed as planned on program review schedule

Follow up conversation needed with SAC, Dept Chair(s) and Dean

Additional comments/questions:

It is evident that the MI SAC has spent many hours collectively invested in addressing opportunities to help students be more successful. The amount of time, energy and hard work demonstrated during these unprecedented times is truly impressive and MI students are and will continue to benefit from these efforts.

Please know that what you do really matters. The commitment to students, the profession and of course, to each other, is inspiring and appreciated!